

**UPRAC  
Minutes  
November 21, 2019**

**Attended:** Chancellor Angle, Richard Brown, Jerold Hale, Bryan Rowland, Yancy Freeman, Mark Wharton, George Heddleston, Dennis Gendron, Joe Wilferth, Andrea Evans, Valerie Rutledge, Linda Frost, Theresa Liedtka, Jamie Harvey, Brian O’Leary, Christine Estoye, Stan Settles, Alexander Smith, Terry Denniston, Vanasia Parks, Tyler Forrest, Chris Sherbesman, Laure Pou, Abeer Mustafa

**Absent:** Joanne Romagni, Robert Dooley, Daniel Pack, Dutch Fayard, Anna Lane, Haley Wilson, Allison Evans

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Dr. Richard Brown and Provost, Jerold Hale, UPRAC Co-Chairs, welcomed everyone to the University Planning and Resources Advisory Council (UPRAC) initial Fall planning meeting. Dr. Brown recognized the Chancellor and asked him to please start the meeting with a welcome and opening remarks.

Chancellor Angle thanked everyone for attending. Dr. Angle mentioned that they have already started meeting with the major units and colleges to look at their visions/goals and the budget outlook to give us an overview of the UTC financial planning climate. Dr. Angle stated that our undergraduate enrollment has not been increasing at an alarming rate, but it also has not been falling, as we are remaining at a steady rate which keeps our budget solid. Our performance in the Complete College Tennessee Act funding formula is very strong and it will bring in an additional \$1 Million-dollars in excess funding in the new budget year. Dr. Angle looked at the data from the funding formula, and it appears UT Martin will be losing a substantial amount of money. Even with the 2% salary increase (proposed by the Governor) and the proposed 2% tuition increase, UT Martin will remain in the hole. UTC is in a reasonable situation which puts us in a good CCTA performance outcomes and strong student enrollment position. Dr. Angle mentioned we are looking to build our budget around the mandated THEC 2% tuition increase for next year – if the UT System will allow us to do this. Dr. Angle also mentioned that the revenues from the 15/4 monies are over \$2 Million-dollars. This funding has been invested for the student success. With the “Soar-in-Four” funding, we have agreed to be accountable to our students to help them with their progression to graduation and their overall success. Dr. Angle stated that the 15/4 funding will be reported out to our students on an annual basis as they are expecting this report and we will comply.

Dr. Brown thanked the Chancellor for his remarks and asked the committee if they had any questions for the Chancellor. Dr. Brown asked the committee to please introduce themselves along with their department name and tenure of service to the institution. Dr. Brown mentioned to the members that UPRAC is a university planning resource and allocations committee and it is an advisory to the budget process, the Chancellor and Executive Leadership Team. Dr. Brown stated that it is part of the executive team’s efforts to be fully transparent in the budget and financial planning process across the University. Dr. Brown mentioned UPRAC and other budget open and inclusive meetings will bring a large university constituency to look at issues and we highly recommend that everyone please provide engagement and feedback.

Provost Hale thanked everyone for being at UPRAC this morning. Provost Hale echoed Dr. Richard Brown’s comment regarding how important it is to have everyone’s feedback during this budget process. Provost Hale stated that in conjunction with the deans and Dr. Yancy Freeman, they have been reviewing the second year 15/4 funding. As each member reviews the funding, there are different parts that have been allocated for instruction and Academic Affairs that has totaled \$990,000. Provost Hale stated, they have made requests to each of the deans to make recommendations on how the second 15/4 funds could be allocated. The deans have requested a total of \$1.5 Million-dollars. Provost Hale mentioned that not all requests would be honored. From the recommended requests, the team has worked on the collaborative decision-making criteria – that is if the final 15/4 funds are approved.

Provost Hale stated that the additional funds will be allocated in ways to remove bottleneck courses that are keeping the students from their timely completion of their degree programs and to make their graduation timelier. Provost Hale passed out the 15/4 Funding Recommendations Model – *Additional Courses and Sections (FY21 Request)*. **(Attached)** This is the original list of resources that were approved. Provost Hale mentioned that they are recommending that the monies be spent on lecturers and not on tenure track teaching positions at this time. Provost Hale talked about the 15/4 monies from last year and noted that the allocated monies did not see an increase in credit hours generating from the lectureships. Provost Hale stated that the most value resource proposition with these funds is the pledge that we gave to our students which is to use the funds for degree completions. Provost Hale said there were two things that everyone should know: 1) The 15/4 monies that were allocated last year will continue in lectureship for one more year. Provost Hale indicated to the deans that there needs to be a strong indicator in increased credit hour generations and a decreased weight list in classes where the monies were allocated, or they will not continue beyond the next academic year. Provost Hale is asking everyone to review the 15/4 Funding as a “draft”. 2) One last request that will be added will be for an anatomist in the CHEPS major mainly in Nursing. Provost Hale mentioned that the priorities in Academic Affairs are working toward to target issues with health and wellness, urban innovations and entrepreneurship to better serve our external and internal in constituencies and serve our own campus as a priority in our current strategic plan.

Dr. O’Leary asked Provost Hale that during the prior 2015 VRIP (Voluntary Retirement Incentive Program), he lost two faculty members. Dr. O’Leary asked will they be able to replace them in 2020? Provost Hale stated that they are waiting to review the final VRIP list and see the financial impact on the institution. Dr. Brown stated that the report will go to the Chancellor and then the Vice Chancellors will get the report with the number of employees identified within each area. Ms. Laure Pou, Assistant Vice Chancellor, Human Resources, mentioned that the report was sent out and the individuals who have accepted the VRIP will now have seven days to revoke their decision from Friday, November 15, 2019.

Dr. Brown thanked the Provost and said that he is looking forward to working with him during this budget process. Dr. Brown stated that there are three primary things during this UPRAC that will be discussed: 1) budget highlights from last year 2) budget and planning for 2021 3) how the budget will align with the strategic planning of the institution. Dr. Brown mentioned to the committee that all the PowerPoint presentations and attachments will be placed on the Budget and Finance Website for their review. Dr. Brown encouraged everyone to use the “Budget Chatt” inquiry/dialogue - located on the Budget and Finance website - to give their feedback, comments or ask any questions regarding any aspect of the budget process. Dr. Brown stated that they will get a quick response as well.

Dr. Brown presented the FY 2019 Year-End Financial Report. **(Please review the attached presentation)** Dr. Brown said that our financial position is very strong and thanked all the deans and vice chancellors for a great financial stewardship. Dr. Brown thanked Tyler Forrest, Chris Sherbesman, Allison Evans and the budget staff for making sure all the fund balances remain strong. Dr. Brown mentioned that the notes and bonds payable will be one of the financial indicators that SACS will be reviewing. Dr. Brown said that we are in great shape with all the E&G and Auxiliary funds as well. Dr. Brown thanked Mark Wharton for balancing many support budgets and incomes requirements for the Athletics Department. Dr. Brown asked the committee if they had any questions or concerns. Dr. Brown again, thanked everyone for allowing us to have the Reinvestment Fund and that we will be very transparent to the committee with investments of said funds.

Dr. Brown mentioned that the SACS-COC reaffirmation of accreditation is a major part of what we do as an institution. We need to make sure that we are operationally and financially strong and investments are aligned with our Strategic Plan. The Provost will lead SACS and Strategic Planning starting in January 2020. Dr. Brown said that the Graduate enrollment has experienced a continuing two-year decline in enrollment trend, and with that, we have missed the required new student enrollments break even. Dr. Brown stated that he is working with the Chancellor and Provost to look at a collaborative plan to grow strong graduate programs and to get the institution back on track. We should consider reallocating funds toward quality programs to keep the University’s enrollment growing. Dr. O’Leary asked, “is

growth and enrollment always the right thing?" The Chancellor said that we are looking at our investments and processes and we are looking at every program to see what is viable or not. Dr. Brown said they will work with the Graduate Program to see what programs are viable and in need of investment. Dr. Brown mentioned that our Student Housing strategic growth plan is very essential to overall enrollment growth. Dr. Brown suggests we need to have another Student Housing Master Growth Plan to recruit new students. Dr. Angle stated that the UT President has mandated an increase in student enrollment for UTC at the graduate and undergraduate levels. Dr. Angle said that we are not on track to meet the enrollment numbers and we need to work on an enrollment management plan with specific metrics for student enrollment increases. Dean Liedtka mentioned that we need to acknowledge and offer more IT technology refresh and we need to be more digital. Dr. Brown said that we need to look at on-line educational offerings to help meet our growth numbers. Every public university, including UT, are starting an extensive on-line program and UTC needs to look at this market as well. Dr. Angle also mentioned that UT is looking to hire a third-party marketing group to look at a university wide on-line program and we should look at this as well.

Dr. O'Leary mentioned diversity and inclusion in faculty and startup funds are becoming big issues. Dr. O'Leary is starting the process of new hires and would like to discuss these hiring issues. Dr. Brown mentioned that the University must have a strong marketing plan that has to be comprehensive and puts the University's value proposition into the market place. Dr. Brown asked Mr. Heddleston, Vice chancellor for Marketing and Communications to consider starting to work on this to add a marketing and branding strategy to our strategic plan. Dr. Brown mentioned in order to get enrollment up and stay competitive, we need to get the Power "C" out all over the state and region.

Ms. Pou mentioned there was an update with the VRIP that Academic Affairs now has a total of 19 taking the incentive plan. There was a late submission and it was approved by UT Legal. Provost Hale asked if it were a faculty or staff member and Ms. Pou stated it was a faculty member.

Mr. Forrest went over The University of Tennessee at Chattanooga Budget Planning Process Timeline FY 2020-21. **(Attached)**. If you have any questions or concerns regarding the timeline, please reach out to the Budget and Finance office.

Mr. Forrest discussed The University of Tennessee at Chattanooga Proposed Cost Going Forward FY 2020-21. **(Attached)**. Dr. Brown mentioned that you will see recurring and non-recurring budget investment lines and they will remain transparent ongoing as we move through the process. Mr. Forrest stated these are fluid and changing numbers going forward. If you have any questions or concerns regarding the proposed cost going forward, please reach out to the Budget and Finance office.

Dr. Brown has asked all the vice chancellors to please take a close look at the proposed cost going forward proposed funding list and to make sure it is valid. Please look at high strategic investment priorities for these funds. Dr. Brown mentioned the Governor will produce his budget by January 2020.

Dr. Frost asked about the process for a new UTC capital campaign as it is so critical for scholarships. Dr. Brown mentioned that the funding is very critical for scholarships if we are to stay competitive and increase student enrollments. Dr. Angle said he is in the process of talking to Dr. Bryan Rowland and Mr. Marty Smith to plan and start a kick-off for a capital campaign. Dr. Angle said this is something on the priority list to get completed. Dr. Angle mentioned that our lecturers are not making enough money, so the board will be doing a market study with other institutions. During our February 2020 UPRAC meeting, we will discuss this again. Ms. Laure Pou will get us some benchmarking data. Scholarships are a big deal and there will be another funding for other wages. The president really wants the funding to be much higher.

Dr. Brown adjourned the meeting and again, thanked the UPRAC members for their work and keeping "Students First".

**THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA**  
**PROPOSED COST GOING FORWARD**  
**FY 2020-21**

**REVENUE**

	<b>REC</b>	<b>Soar in Four</b>	<b>NON REC</b>
TUITION INCREASE - 2.0% Resident Enrollment; No Out-of-State Tuition Increase	1,652,874		
NEW TUITION FUNDS - SOAR IN FOUR - New Freshmen and Transfers		2,200,000	
STATE APPROPRIATIONS - CCTA - THEC Recommended Productivity and Growth - TBD January	2,129,300		
STATE APPROPRIATIONS - CCTA - THEC Recommended Salary Pool Funding - TBD January	1,203,000		
INSTITUTIONAL CARRYOVERS/RESERVES			2,901,607
<b>TOTAL REVENUE</b>	<b>\$4,985,174</b>	<b>\$2,200,000</b>	<b>\$2,901,607</b>

**EXPENSES**

	<b>REC</b>		<b>NON REC</b>
CHANCELLOR - Vice Chancellor for Equity and Inclusion - Fund New Position	246,750		
CHANCELLOR - Vice Chancellor for Equity and Inclusion - Initial Access and Diversity Funding	-246,750		
AA - Summer School Programming Investment		220,000	
CAS - Additional Courses and Sections - Criminal Justice Lecturer		53,580	
CAS - Additional Courses and Sections - History Lecturer		53,580	
CAS - Additional Courses and Sections - Art Lecturer		53,580	
CAS - Additional Courses and Sections - Biology Lecturer		62,040	
CAS - Additional Courses and Sections - Geology Lecturer		62,040	
CAS - Additional Courses and Sections - Chemistry Lecturer		62,040	
CAS - Additional Courses and Sections - Communications Lecturer		53,580	
CAS - Additional Courses and Sections - Theatre and Speech Lecturer		53,580	
CAS - Advisors and Career Support - 2 Advisor Positions - Fund New Positions		109,416	
CECS - Computer Science - Computer Engineering Program - Fund New Position	126,900		
CECS - Mechatronics - Year 2 Startup Costs			42,500
CECS - Additional Courses and Sections - Civil Engineering Lecturer		77,550	
CECS - Additional Courses and Sections - Computer Science Lecturer		77,550	
CECS - Additional Courses and Sections - Electrical Engineering Lecturer		77,550	
CHEPS - Physician Assistant Program - Year 3 Startup Costs	469,165		90,000
CHEPS - Additional Courses and Sections - HHP Lecturer		70,500	
CHEPS - Additional Courses and Sections - Nursing Lecturer		70,500	
CHEPS - Additional Courses and Sections - Anatomy Lecturer		70,500	
CHEPS - Advisors and Career Support - 1 Advisor Position - Fund New Position		54,708	
LIBRARY - Computer Refresh - Online Funding			100,000
RCOB - TBD - Chair of Excellence - Fund New Position - Rollins Agreement	253,800		
RCOB - TBD - Chair of Excellence - Fund New Position (Part II of II) - Rollins Agreement	126,900		
RCOB - Management - Associate Professor - Fund New Position (Part II of II) - Chancellor Retention Agreement	126,030		
RCOB - Entrepreneur Center - Director (Part I of II) - Chancellor Retention Agreement	39,970		
RCOB - Additional Courses and Sections - Marketing Lecturer		91,650	
RCOB - Advisors and Career Support - 1 Advisor Position - Fund New Position		54,708	
RESEARCH - Deputy Vice Chancellor - Partially (60%) Fund Current Position (Part II of II)	105,000		
RESEARCH - Deputy Vice Chancellor - ORNL Portion of Partially (20%) Funding Position			47,190
IT - Client Services - Learning Space Refresh			260,000
SAFETY - Fire Panel System and Alarm Cost (Phase II of III)			100,000
ENROLLMENT - Advisors and Career Support - Peer Academic and Career Advisors		54,000	
ENROLLMENT - Advisors and Career Support - Strategic Enrollment Technology - Specialist - Fund New Position		49,350	
ENROLLMENT - Tutoring and Academic Support - Student Success		220,000	
STUDENT AFFAIRS - Director of Facilities - New Position	87,420		
SYSTEM CHARGE - UT Property Insurance	90,073		42,000
CAPITAL PROJECT - McKenzie Arena - Bonded Debt (Part I of II)	150,000		
SALARY ADJUSTMENT - 2% Salary Pool and Benefits	1,775,836		
SALARY ADJUSTMENT - FACULTY - Promotions, UCF Rollovers, and Senior Lecturers	250,000		
SALARY ADJUSTMENT - Staff Market Equity and Promotions	100,000		
SCHOLARSHIP INVESTMENT - First Time Students, Transfer Students, Other Need Based Grants		240,000	
SCHOLARSHIP INVESTMENT - Grant In Aid		200,000	
SCHOLARSHIP INVESTMENT - Institutional Scholarships	100,000		400,000
SCHOLARSHIP INVESTMENT - Tuition Increase	182,419		
SCHOLARSHIP INVESTMENT - UT Promise			500,000
GRADUATE OUT-OF-STATE TUITION REDUCTION - Total Revenue Impact			1,150,000
INSTITUTIONAL INVESTMENT - Ellucian Contract (1 Month)			169,917
PROGRAM ADJUSTMENTS - Funding to Offset Soar in Four First Year Overage		7,998	
<b>TOTAL EXPENSES</b>	<b>\$3,983,513</b>	<b>\$2,200,000</b>	<b>\$2,901,607</b>
<b>AVAILABLE FOR APPROPRIATION</b>	<b>\$1,001,661</b>	<b>\$0</b>	<b>\$0</b>

<b>15/4 Funding - Additional Courses and Sections</b>						
<b>FY21 Request</b>						
<b>College</b>	<b>Department</b>	<b>Fund</b>	<b>Description</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
CAS	SCJS	E041076	Lecturer - Criminal Justice	\$ 38,000	\$ 15,580	\$ 53,580
CAS	History	E041048	Lecturer	\$ 38,000	\$ 15,580	\$ 53,580
CAS	Art	E041007	Lecturer	\$ 38,000	\$ 15,580	\$ 53,580
CAS	BGE	E041012	Lecturer - Biology	\$ 46,000	\$ 18,860	\$ 64,860
CAS	BGE	E041012	Lecturer - Geology	\$ 46,000	\$ 18,860	\$ 64,860
CAS	Chemistry	E041024	Lecturer	\$ 46,000	\$ 18,860	\$ 64,860
CAS	Communications	E041050	Lecturer	\$ 38,000	\$ 15,580	\$ 53,580
CAS	Theatre & Speech	E041029	Lecturer	\$ 38,000	\$ 15,580	\$ 53,580
CECS	Civil Engineering	E041325	Lecturer	\$ 55,000	\$ 22,550	\$ 77,550
CECS	Computer Science	E040930	Lecturer	\$ 55,000	\$ 22,550	\$ 77,550
CECS	Electrical Engineering	E041335	Lecturer	\$ 55,000	\$ 22,550	\$ 77,550
CHEPS	HHP	E040920	Lecturer	\$ 50,000	\$ 20,500	\$ 70,500
CHEPS	Nursing	E040950	Lecturer	\$ 50,000	\$ 20,500	\$ 70,500
RCOB	Marketing	E040905004	Lecturer	\$ 65,000	\$ 26,650	\$ 91,650
<b>Total Requests</b>				<b>\$ 658,000</b>	<b>\$ 269,780</b>	<b>\$ 927,780</b>